

New Hampshire Division of Personnel  
Bureau of Education and Training



**Yellow, Green and Black Belt**

# **Training Opportunities**

**for State, County, Municipal And School District Employees**

**January – June 2016**

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## **Mission Statement**

**State of New Hampshire**

**Division of Personnel**

**Bureau of Education and Training**

### **Mission**

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This mission of the Bureau of Education and Training is to provide quality education, training and resource services to enhance the skills, knowledge and abilities of government employees who provide services to the citizens of New Hampshire.

### **Guiding Principles**

To meet our mission, the Bureau is committed to continuous improvement through the following principles.

- Providing quality training using skilled and knowledgeable trainers, facilitators, and teachers.
  - Providing a variety of training opportunities and techniques to accommodate the individual needs of adult learners.
  - Providing training resources and consulting services to government agencies
  - Providing training pursuant to RSA 21-I:42.
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### **Staff Contact Information**

#### **Academic Staff**

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Kate McGovern, MPA, Ph.D., Associate Professor

Dennis Martino, M.Ed. Associate Professor

### **Support Staff**

Robin Hoyt, HR Technician

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271-1429

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271-3261

# **Organizational Development Services**

The Bureau of Education and Training (BET) provide consultation and facilitation services for work groups and government agencies, departments, and organizations:

## **Change Management**

Recognizing that change is a constant to meet the challenges of the 21<sup>st</sup> Century, BET assists organizations with planned change, using models and techniques established by internationally renowned organizational development experts. Through consultation, group facilitation, and customized training, BET works with organizations to develop and implement successful change initiatives.

## **Communication Audits and Interventions**

BET is available to review an organization's communication systems and make recommendations for enhancing the flow of information to ensure consistent messaging and to improve overall communications.

## **Lean Process Improvement Training/Onsite Projects**

BET trains agency staff in Lean process improvement techniques and facilitates development of Lean projects.

## **Meeting Facilitation**

For organizations that hold meetings requiring an outside "chairperson", BET is prepared to serve as a facilitator. This service can allow everyone to actively participate in the meeting rather than requiring a person(s) to chair the meeting. It also serves as an opportunity to have an outside "neutral party" facilitate the meeting and discussions.

## **Strategic Planning**

BET assists organizations with the strategic planning process and facilitates strategic planning sessions. BET also advises organizations of effective communication about the strategic planning, implementation, and evaluation to foster collaboration and buy in throughout the organization.

## **Work Team Assessments and Team Building**

BET is available to facilitate team building and through the use of various assessment tools to establish needs in areas such as trust, communications, respect, perceptions, valuing differences, and group problem solving. After an assessment is complete, interventions are prescribed and facilitated.

## **About BET's Organizational Development Services:**

- No charge for the initial consultation and/or planning meeting
- Fee of \$600.00 per day for programs, consulting or facilitations services: \$650.00 outside the Concord area
- For information please contact: Ginger Lever at 271-2793 or [Ginger.Lever@NH.Gov](mailto:Ginger.Lever@NH.Gov)



## How to apply

1. Complete sections I – V of the formal application form : <http://das.nh.gov/hr/trdev.html>
2. Attach a “Personal Statement” with the application stating why you want to participate in the program, your career goals and how the program will support your professional development.
3. Have your application endorsed by your immediate supervisor, and, if required by your organization’s policy, include a second signature to verify funding approval, and/or approval by the Human Resources office. The signature(s) indicate you will receive funding for the program, as well as support on the job to act on program projects and apply learned skills. Your supervisor is responsible for reviewing the requirements and application form with you as the employee who is applying for acceptance into the program.
4. Read and sign the agreement statement on the application form.
5. Return the completed application to **Bureau of Education and Training**.

## Lean Process Improvement

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Lean Yellow Belt: Introduction to  
Lean Process Improvement  
Techniques

**Duration:** 3 days

**Dates:** March 21, 29 & 31, 2016

April 22, 26 & 29, 2016

**Time:** 9:00 - 4:00

**Cost:** \$225.00

**Facility:** BET Training Center

This program features a hands-on introduction to the philosophy and methodology of Lean process improvement. Participants apply the techniques to an actual work process and construct an implementation plan to enact the improvements. Agencies are encouraged to enroll groups of four to seven members who share a common work process. Participants should consult with BET staff in advance about the process selected and with the manager who will sponsor the project. Those registering without a work group will join a team from another agency for the hands-on portion of the program.

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Lean Green Belt: Facilitator Skills,  
Change Management, and Practicum

**Duration:** 3 days

**Date:** March 4, 8, & 14, 2016

**Time:** 9:00 - 4:00

**Cost:** \$250

**Facility:** BET Training Center for sessions except March 4,  
participants will attend the LEAN Summit at UNH

Learn how to guide a group through the Lean process, and techniques to deal with a range of challenges when initiating organizational change and managing implementation plans. A practicum is also required for Green Belt certification, following the three days of classes.

*Pre-requisite: Lean Yellow Belt*

## Lean Black Belt

**Duration:** 9 class days

(some full; some partial)

**Dates:** February 16 & 29, 2016

March 4, 17 & 18, 2016

April 4 & 18, 2016

May 9, & 20, 2016

Cost: \$500

**Facility:** BET Training Center for sessions except March 4,  
participants will attend the LEAN Summit at UNH

Earning the Lean Black Belt (the highest level of Lean certification offered by the New Hampshire Bureau of Education & Training) recognizes your understanding of all aspects of Lean transformation across an entire government system and your ability to apply them. It represents your career progression to a point of influence and authority over assets, processes and people.

The Black Belt program combines classroom study of the Lean principles and practices including Shingo, Kata, Hoshin, Baldrige, and mentorship. Participants will extend their learning outside of the classroom experience through written assignments and mentoring. Through the capstone experience, you will study and learn Lean from an operational and strategic viewpoint within these key modules as identified in the Shingo Model:

- Cultural Enablers-People
- Continuous Process Improvements-Process
- Enterprise Alignment-System
- Results – create value for the customer

*Pre-requisite: Lean Green Belt* Application required

Application for New Hampshire LEAN Programs

Yellow, Green and Black Belts



Division of Personnel

Bureau of Education and Training

28 School Street – State House Annex Room 24

Concord, NH 03301

Course Date:

<http://das.nh.gov/hr/trdev.html>

Yellow Belt: ☐ \$225.00

Green Belt: ☐ \$250.00 Black Belt: ☐ \$500.00

(Check one)

1) Personal Information:

Name :

Work Address:

Work Phone:

City:

Alternate/Cell Phone:

Work Email Address:

2) Current Work Information:

Title:

Department:

Division:

Supervisor:

Current Job Responsibilities:

Yellow Belt – completed date: (pre-requisite for Green Belt)

Green Belt – completed date: (pre-requisite for Black Belt)

For Green Belt as a prerequisite for Black Belt:

Please describe your Green Belt Practicum and the status of the implementation:

**Please provide a personal statement explaining why you want to participate in the Lean Black Belt program and how it will further your professional goals.**

Personal Statement: (Black Belt Students Only)

3) Signatures:

Applicant:	Date:
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<p><b>Support Statement:</b> “My signature below indicates that I fully support this candidate’s entry into the LEAN Program(s) offered by NHBET and that funding has been approved” (A separate signature line is available in another signature is required to indicate funding approval.)</p>	
<p><b>Supervisor:</b> _____ <b>Date:</b> _____</p>	
<p><b>Additional Signature, if necessary:</b> _____ <b>Date:</b> _____</p>	

~ Please do not process payment until applicant has been accepted into the program. ~

Rev. 01/12/2016

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## FAQ's for BET Catalog

### **Class Confirmations**

If you are registered for a class, BET will email a notice with pertinent information to you approximately one week prior to the class date. If you are unable to attend a class after you have registered, please contact BET at 271-3261 or 271-1429.

If there is no space in a class upon receiving your registration form or a class is cancelled due to low enrollment, BET will notify you to discuss other options.

### **Casual Attire**

While BET does permit casual attire for full day classes, please be aware of your own agency's dress code and relevant rules.

### **Timeframe for Classes**

BET classes are scheduled from 9am to 4pm unless otherwise noted.

### **Housekeeping Items**

Trainers will discuss various "housekeeping" items at the beginning of each class. This includes location of restrooms, break and lunch periods, overall schedule for the day, etc.

### **Inclement Weather**

***BET classes will be cancelled if the public schools in Concord are closed.*** If there is a 2hour delay for the Concord schools, BET classes normally scheduled for 9:00am will begin at 10:00am. If you are commuting from an area where travel conditions are unsafe, please do not put yourself at risk to attend class. Contact BET to make up the class at another time. Cancellation of class does not mean you are released/excused from work that day. Be sure to follow your employer's policy regarding absence from



work due to travel concerns. For example, state employees may use annual time under Article 10.9 of the CBA in the event of inclement weather.

### **Materials for Class**

Depending on the class, materials will be provided at the time of class/training or you will be emailed information and materials to be downloaded in preparation for class/training. Please read the notice you receive from BET to determine what you need to do. It is a good practice to bring a notebook or notepad and writing pens and hi-lighters to class.

### **Special Instructions**

If there are any special instructions for your class that information is usually included in the class notice or in the class description. Please be sure to check both.

**Computer Classes are listed in a separate catalog.** Computer classes are available at NHTI in Concord, please visit <http://das.nh.gov/hr/trdev.html> it will show a link to the NHTI website.

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## Directions to Training

### BET Training Center: 130 Pembroke Road Concord

From **I-93 coming north**, take **exit 14**. At the bottom of the ramp, turn right toward Loudon Road. Go over the bridge and past the Everett Arena. Proceed to the set of lights at the top of the hill. Go straight through the lights and take your first **right** onto Blodgett Road (turn is just **after** Colebrook Savings Bank and just **before** Wendy's Restaurant), which becomes Pembroke Road as soon as you go around the corner. Follow Pembroke Road past the Concord Christian Academy (formerly Centennial Senior Center) and take the first right onto Chenell Drive. The training center is the first building on the left. We are located on the 2<sup>nd</sup> floor.

From **I-93 going south**, take **exit 14**. At the bottom of the ramp, turn left toward Loudon Road. Go straight over the bridge and past the Everett Arena. Proceed to the set of lights... (see directions above).

From **Route 4** take **Route 106 South** past the Steeple Gate Mall. At the first set of lights, turn right onto Pembroke Road and follow about ½ mile. Turn left onto Chenell Drive.

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## Registration Policy

- Bureau of Education & Training classes are for all state, county, and municipal employees. Registration is on a first-come, first-served basis.
- To apply, please complete each section of a Bureau of Education and Training registration form and obtain required signatures. For courses with fees, follow the REGISTRATION SCHEDULE on the next page.

If your department is paying for you to attend a course, it is important that a copy of your registration form be forwarded to your payroll officer to ensure that payment is made.

- BET limits class sizes to ensure participants have the best possible learning experience. Therefore, we may not be able to accept everyone who applies for a class. Applicants who are not admitted to a class are placed on a waiting list and given preference for the same class at a later date.
- Training sessions must have a minimum number of participants. In the event that less than the minimum are enrolled, the session will be canceled and anyone registered will be notified either in writing or by phone.
- Applicants will be notified of enrollment status at least 7 days prior to the start of the course. If you have not heard from BET by that time, please call 271-1429.

- Being admitted to a class means BET is holding a place for you. If you find that you cannot attend, please let BET know as soon as possible.
- BET wishes to provide equal training opportunities to all participants. This includes providing equal access to training facilities. Please let us know, in advance, if you require any special needs so that appropriate accommodations can be made.
- It is your responsibility to follow your agency or organization's registration policy

**NOTE:** Your agency may have additional registration procedures. Please check with your supervisor for more information regarding registering for programs.